

1-1-1921

Pace Student, vol.6 no .6, May, 1921

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Pace & Pace, "Pace Student, vol.6 no .6, May, 1921" (1921). *The Pace Student*. 74.
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The PACE STUDENT

Vol. VI

New York, May, 1921

No. 6

*Horatio
Nelson
Drury*

FOR years the pages of this magazine have carried the helpful suggestions, the friendly counsel, the noble concepts, of Horatio Nelson Drury. Month by month, he has given liberally from the rich stores of his knowledge and experience. Here, he has recorded in biographical sketch, as only he could do, the details of the upward climb of many young men from routine work to executive responsibility. Here, he has presented helpful suggestions in respect to English and public speaking, information and advice in respect to educational and personal problems, and, particularly, in the editorial pages, he has pointed the way to the development of the qualities that are essential to what he termed "straight thinking and high thinking."

With this basis of acquaintanceship, this close contact between the mind and heart of Mr. Drury and our readers, the task of recording Mr. Drury's death and of chronicling the outstanding facts of his life becomes, perhaps, a little less difficult than it otherwise would be. But when a stalwart comrade, in the full stride of his manhood, falls by one's side, the ache and sorrow of it, the pity of it, benumb the mind and enfeeble the pen. We shall, however, render this last office as best we can, depending to some extent upon quotations from Mr. Drury's own articles for the presentation of his views on the problems of education and useful living.

Horatio Nelson Drury was born on September 19, 1879, near Burlington, Vermont. He attended common school at South Burlington, and later entered the Burlington High School, from which he graduated in the spring of 1896. In the fall of the same year, he matriculated in the University of Vermont, also located at Burlington, and was graduated four years later, in June, 1900, with the degree of Bachelor of Arts. He stood fourth in his class upon graduation, and, because of his scholarship, received

Phi Beta Kappa honors. Mr. Drury's school and college work was characterized throughout by good scholarship, as well as by a full participation in athletic and social activities. His favorite studies were the languages, particularly Greek, Latin, and English; and his natural ability in the languages largely determined his later career.

Mr. Drury turned almost immediately to teaching as a vocation. He first taught in a private school, at Newburg, N. Y., in the year 1901. He taught from 1902 to 1905 in the New York Military Academy at Cornwall-on-Hudson. During 1906 and 1907, he taught in a private school, at Chester, Pa. In 1908 and 1909, he was head of the Department of English in the Cortland State Normal School, Cortland, N. Y. From 1909 to 1913, he taught in the Stuyvesant High School, New York City. During all of this teaching experience, Mr. Drury achieved exceptional results with his students. He specialized in the subject of English, and, incidentally, did much research work on his own account in English and in other language subjects.

While Mr. Drury taught at the Stuyvesant High School, he used his spare time in the preparation of a Course in English, which embodied many original ideas that he had worked out in his own teaching. During this time, moreover, he taught English to many groups of business men and women, organized for study purposes, in various well-known New York concerns. This special teaching included classes at the Metropolitan Life Insurance Company, the New York Life Insurance Company, the New York Institute of Bank Clerks, and other institutions. Because of this work, Mr. Drury became well known to thousands of New York business men and women as a teacher of exceptional ability and personality.

An official of the Metropolitan Life Insurance Company, who had profited greatly by in-



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struction under Mr. Drury, and who knew of the interest taken by the firm of Pace & Pace in English instruction, arranged an interview between Mr. Drury and a member of the firm in the spring of 1913. This interview led to an association between Mr. Drury and the firm of Pace & Pace, which began on August 9, 1913, and continued until the time of Mr. Drury's death, March 7, 1921.

Mr. Drury devoted his principal attention during the early part of his association with Pace & Pace to the completion of his Course in English, which is used by many schools and business organizations, and to teaching English and related subjects. He personally taught many classes in Pace Institute and in business organizations, in this way giving personal instruction to many thousands of men and women.

A unique Course in Public Speaking was developed by Mr. Drury—a course that was used principally in conjunction with his own personal teaching of that subject. Many hundreds of men, and many women as well, are indebted to Mr. Drury for voice development and speaking ability. His students have included many men who have attained prominence in the legal and the accounting professions, and in the business world.

Mr. Drury helped to plan this Magazine, and every issue since the first one, bearing date December, 1915, has contained contributions from his pen. No one can measure the benefits that have accrued to readers of the Magazine from the helpful articles and editorials that he has written.

One of the duties which gave Mr. Drury great pleasure was the selection and training of teachers for the faculty of Pace Institute. He conducted two or three pedagogy classes each year for the development of accounting instructors, and he was charged with the responsibility of selecting the members of the law faculty and instructing them in the distinctive teaching required by the Institute. Mr. Drury was always

in intimate contact with each teacher on the faculty. In this way, quite aside from his own personal teaching, he made a noteworthy contribution to the educational work of the firm.

Mr. Drury always acted as toast-master at the annual school banquet; he wrote the bulletins and the various publicity booklets published by the firm; he delivered lectures in various business organizations and at banquets, both in New York and throughout the country; and he attended many conventions, including conventions of teachers and the convention of the American Institute of Accountants. His memory for names and faces was phenomenal, and he maintained an acquaintanceship with thousands of worth-while men and women in the professions and in business, especially with men and women who were interested in educational work.

It will be seen that Mr. Drury gave of himself to the cause of education by writing, lecturing, teaching, and by personal conferences. His abilities were varied, and he did many different things; but he enjoyed most of all the actual work of teaching. He was never so happy as when in the classroom, face to face with his students, elucidating some point in grammar, composition, rhetoric, or in public speaking.

Few men have equaled Mr. Drury in vocabulary, in beauty of enunciation, in control of voice, in pronunciation, and in the construction of felicitous phrases. It was a rare treat to listen to him, either in formal speech or in conversation. Improvement in English, in enunciation, and in facility of speech came to his associates merely by reason of their daily contacts with him.

The term "personality" took on a new meaning to one who had met Mr. Drury. He was of large and impressive stature, and had the easy swing and social grace of the college man, accompanied with a friendly instinct that always prompted him to give a cordial word of welcome to every friend or visitor. No one failed to be impressed by his hearty manner, by his cordial words, by his sympathetic attention.

Boys recognized in Mr. Drury a natural leader and an intimate friend. Small boys in the elevator, riding up and down at 30 Church Street, always looked up to him with silent admiration, and few, if any, failed to receive some cordial word of greeting. Mr. Drury and a small boy just naturally came together, whether in the elevator, in the office, or in the street. He nearly always had some youngster as protégé, for whom he was securing a position with his own or some other firm, and he took as much pride and interest in the development of one of these lads as a father would in his own son.

We could go on for many columns reciting these services, these kindly acts, and then we could not do justice to the abounding personality, the general helpfulness, the service instincts of our late associate. His memory will

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linger in the minds of many men and women for years to come as a rich heritage, a treasured ideal of a kindly, forceful, helpful personality.

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The field of sports always held an intense interest for Mr. Drury. Particularly, he was devoted to baseball, and he found time to enjoy many a "double-header" and "world's series" game. He was extremely fond of the great outdoors, of animals, of agriculture, and especially of flowers. He always found a moment to enjoy the florist's window as he passed, and each Saturday afternoon, regularly, he selected, with keen enjoyment, a few flowers for himself and family. He longed for the time when he could locate closer to nature and in his own person till the soil.

Mr. Drury's fondness for music was extraordinary, particularly for vocal art. Strong man though he was, he would often be moved to tears by music. He also keenly enjoyed listening to an able speaker, and at least once or twice a week, he listened to a sermon or speech by some speaker noted for his ability.

Mr. Drury taught his last class on Saturday afternoon, February 26th. He was taken seriously ill that evening, and a high temperature, with delirium, developed the next evening. His regular physician, a close personal friend, early called in noted specialists, but nothing could be done to stay the progress of the disease, which developed into pneumonia. The end came at his home, 81 Columbia Heights, Brooklyn, N. Y., peacefully, on Monday night, March 7, 1921.

Mr. Drury's home life has been sadly disrupted by his untimely death. He is survived by his widow, Mrs. Mabel Walker Drury. He is also survived by his daughter Laurice, sixteen years of age, who was born of his first marriage. He leaves a mother, who has long been in feeble health; a brother, Lieutenant Fred Weed Drury, U.S.A.; and three sisters: Mrs. Grace Taber, of Puente, California, Mrs. Dorothy Small, of Fort Fairfield, Maine, and Mrs. Nan Summerfield, of Reno, Nevada.

The following paragraphs from an editorial on "Courtesy" state Mr. Drury's view-point in regard to personal relations:

"Courtesy means putting the other fellow in the limelight. It means the desire to serve crystallized into the purpose to serve and into the actual rendering of service, whether in matters of trifling importance or in matters that involve millions and engage the most highly trained brain-power of the land.

"Courtesy begins in the heart and filters through the head and then guides the tongue in what it says and the hand in what it does. It may be artificial at first, but, nurtured, it blooms and blossoms and goes into the making of character."

The following editorial will be of interest to students, because it expresses so well the genuine joy that comes from successful study:

"It is foolish to believe that enjoyment is to be had only from what in itself is useless and frivolous. Real enjoyment is parented by useful work, self-sacrifice, service to others, and the consciousness of growth in power and capacity. Hence, a course of study, even though pursuance of it involves a careful conservation of time, energy, and money resources, may become, should become, and usually does become, a source of satisfaction and of abiding pleasure to the one who gives to it the attention and the industry that it requires.

"There is enjoyment in working out a complicated problem; enjoyment in learning the reasons for things and the causes of things; enjoyment in developing the power of analysis and synthesis; enjoyment in applying theory to practice; enjoyment in securing a controlling grasp of related facts, principles, and laws; enjoyment in the consciousness of becoming ready for the problems and the opportunities of to-morrow. Do not waste your sympathy on the forward-looking persons who are spending their overtime hours in study. They, after all, are having a much better time than the nine-out-of-ten short-sighted young men and women who are constantly wondering what they'll do to-night."

And, finally, we quote the following because of its lofty tone, its spirit of service:

"We bespeak for you in the days that lie ahead a keener sense of values, a deeper understanding of the things that count, a higher resolution, and a more sweeping vision than have been yours heretofore; and may all this self-development, which will fructify in the kind of success that brings happiness, find its beginning in the spirit of good-will toward all men."

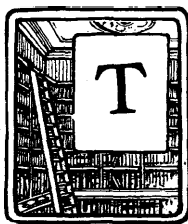
How feeble, how entirely inadequate, are the words that we can say in appraising the good works of a good man! A full understanding of his worth could come only as a matter of feeling, of emotion, based upon personal friendship and personal intimacy. The friends of Mr. Drury will understand; as for others, it does not matter.

Just one word more. The attending physician, a close personal friend, after days of unremitting attention and many conferences with brother practitioners, was leaving the sick-room. He knew the end was near. As he started to go, with faltering voice and tears streaming down his face, he turned and said—"Drury, old boy, God bless you!"

Teacher, friend, comrade, we know that your manly, generous spirit, true to the teaching instinct that was strong within you, is still exerting itself, somewhere, for the good of others. Wherever you may be, we seek, for one brief moment at least, to bridge the gap and to repeat on behalf of students, friends, ourselves—"Drury, old boy, God bless you!"

Protest of Bills of Ex- change

By
Arthur
W. Graef,
LL.B.,
Law
Faculty,
Pace
Institute,
New York



TECHNICALLY, the word "protest," as used in relation to negotiable paper, means "the formal and solemn declaration on the part of the holder of a negotiable instrument against any loss to be

sustained by him because of the non-acceptance or non-payment, as the case may be, of the bill in question, and the calling of the notary to witness that due steps have been taken to prevent it." The word "protest" signifies "to testify before," and the testimony before the notary that proper steps were taken to determine the drawer's liability is the substance, and the notary's certificate is the formal evidence, to which the term is legally applicable. It is an old custom which has become an integral part of the Law Merchant.

In most foreign countries, protest is required in the case of dishonor of any instrument; but in England and in this country, it is only necessary in the case of foreign bills of exchange. A "foreign bill" is one drawn in one country or state and payable in another country or state, and the rule is, that the bill must show on its face that it is a foreign bill, otherwise, it may be treated as a domestic or inland bill.

Although under the Negotiable Instruments' Law only foreign bills *require* protest, inland or domestic bills and promissory notes *may* be protested, and more frequently are, in large commercial centers.

Protest, when necessary, must be made for non-acceptances as well as non-payment, though but one protest is necessary. If, therefore, protest has been made for non-acceptance, it need not be made for non-payment. It may be protested twice, however. Where, as in the case of sight-drafts or demand bills, presentment for acceptance and for payment comprise one act, but one protest is necessary.

The drawer's liability is fixed by the law of the place where the bill is drawn. If the law of that place provides that the drawer will be discharged unless protest is made, then protest must be made to hold him, even though the law of the place where the bill is payable requires no protest. Where protest is necessary, failure to make protest discharges the drawer and the indorsers.

Protest is usually made by a notary public. However, if there be no notary public at the place where the bill is dishonored, protest may be made by a private person in the presence of two or more credible witnesses, each of whom should sign the certificate. Furthermore, pre-

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sentment must be made by the notary public *personally*, because credit is given on the faith of his public and official character. When,

therefore, the holder or his agent presents and demands, and a refusal is made, the bill should be given to a notary public, who should personally present the bill and demand payment.

No precise form of words is necessary to constitute a form of protest, yet certain essentials are required, and unless the requirements are substantially present, the protest is invalid. These requirements are as follows:

1. The protest must be annexed to the bill, or must contain a copy of it.
2. It must be under the hand and seal of the notary making it.
3. It must specify the time and the place of presentment.
4. It must state that presentment was made and the manner thereof.
5. It must state the cause or reason for protesting the bill.
6. It must state that demand was made, and specify the answer made thereto, if any.
7. If the drawer or acceptor could not be found, that fact must be set forth.

A certificate of protest meeting these requirements is generally accepted as evidence throughout the world, nor will other evidence of presentment, demand, and refusal be necessary, unless, of course, it can be shown that the certificate is false. The following is a form of protest:

\$750.00 Troy, N. Y., December 10, 1920.
UNION NATIONAL BANK pay to John
Drexel, or order, seven hundred and fifty (\$750)
dollars.

WILLIAM FRYE.

STATE OF NEW YORK }
County of (Rensselaer) } ss.

On the (twenty-first) day of (December, 1920), at the request of (John Drexel), I, (Joseph Kernan), a notary public of the state of (New York), duly commissioned and sworn, and residing in (Rensselaer) County, did present the original check hereunto annexed to (the Union National Bank of Troy, New York), at (Troy, N. Y.), and demanded payment thereof, which was refused, upon the ground that the drawer had not sufficient funds in his account to meet said check.

WHEREUPON, I, the said notary, at the request aforesaid, did protest and by these presents do publicly and solemnly protest, as well against the drawer and indorser of the said

*Protest of check as against all others whom
Bills of it doth or may concern, for ex-
Exchange change, re-exchange, and all costs,
(Continued) damages, and interest already in-
curred, and to be hereafter incurred, for want
of payment of the same.*

Thus done and protested in the (city of Troy,
county of Rensselaer), aforesaid, in the pres-
ence of

(JOHN DOE AND RICHARD ROE)

Witnesses

IN TESTIMONIUM VERITATIS

(JOSEPH KERNAN)

Notary Public.

STATE OF NEW YORK

County of (Rensselaer) ss.

I, (Joseph Kernan), a notary public of the
state of (New York), duly commissioned and
sworn, do hereby certify that on the (twenty-
first) day of (December), one thousand nine
hundred and (twenty), due notice of the pre-
sentment and protest of the said check after
demand and refusal of payment thereof, by
notice, partly written and partly printed, signed
by me, was given by me to the drawer and to the
respective indorsers of the said instrument, by
depositing the same in the post-office at (Troy,
N. Y.), (prepaying the postage thereon), duly
directed and superscribed to said drawer and
indorsers, as follows, to-wit:

To

(William Frye, at 689 River street, Troy,
N. Y.)

(John Fox, at 165 First street, Troy, N. Y.)

(Charles Collins, at 30 Pawling avenue, Troy,
N. Y.)

The above named places being the reputed
places of residence of the persons to whom such
notice was so addressed, and the post-office
nearest thereto.

IN TESTIMONY WHEREOF, I have here-
unto set my hand and affixed my seal at (the
city of Troy), county of (Rensselaer), and state
of (New York).

(JOSEPH KERNAN)

Notary Public.

Protest must be made on the day the bill of
exchange is dishonored, unless delay therein is
excused. When a notary presents and makes
demand, he usually makes a note of the act on
the instrument or in his record. This act is
called "noting," and the formal act of drawing
the certificate may be done later, but it should
be dated as of the date of "noting." The actual
certificate of protest does not have to be sent
to the parties secondarily liable, but notice of

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the act of protesting must be sent
at once, hence this rule which al-
lows the preparing of the formal
certificate at a later day.

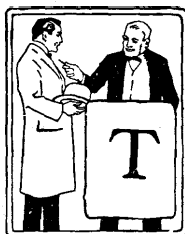
Ordinarily, the instrument must be protested
when it is dishonored. It sometimes happens
that the instrument is payable at the place of
business or the residence of some person other
than the drawee, and has been dishonored by
non-acceptance. In such a case, the bill must
be protested for non-payment at the place where
it is payable. Additional presentment for pay-
ment to, or demand on, the drawee is unneces-
sary. An illustration of such acceptance is as
follows: A, in Chicago, draws a ten-day bill
on B, in Newark, N. J., payable at the First
National Bank of Hoboken, N. J. The bill was
presented for acceptance, which was refused
and protested for non-acceptance. Ordinarily,
the bill would be protested in Newark, N. J.,
but, having been protested for non-acceptance,
it may be presented for payment and protested
for non-payment in Hoboken, N. J., without
reference to the fact that B lives and does busi-
ness in Newark, N. J., and without further pre-
sentment to B.

It sometimes occurs that the acceptor of the
bill becomes insolvent, commits an act of bank-
ruptcy, or makes an assignment for the benefit
of creditors before the due date of the instru-
ment. If this happens, the holder is entitled
to have the bill protested at once and notice
thereof sent to the drawers and endorsers. This
is called "protesting for better security" and
the parties secondarily liable are thus notified
that they will be expected to meet the bill on
its due date. Should this procedure be taken,
it will not dispense with the necessity of pre-
sentment for payment and demand on due day
and the form of protest in case of refusal. This
is required, for the acceptor might pay, or pro-
vide for payment, and the drawer and indorsers
should have the benefit of the chance that the
acceptor might pay and thus relieve them of
liability.

It will be profitable to read sections 260 to
268, inclusive, of the Negotiable Instruments'
Law in connection with this article.

FRED VON RODECK, a student in Pace
Institute, Extension Division, recently accepted,
through the Pace Agency for Placements, Inc.,
a position as semi-senior accountant on the pro-
fessional staff of Robert J. Berran, 40 Wall
Street, New York. Mr. von Rodeck, for the past
ten years, has been in the Custom House Ser-
vice of the United States Treasury Department,
with headquarters in New York City.

**Students'
Questions
and
Answers**



THIS Department does not publish answers to all of the questions received, but only to those which we deem to be of general interest to our readers. A communication, in order to receive attention, must contain the name and the address of the person asking the question.

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Q **W**ILL you please outline a method of handling oil leases in books of account? Our concern is a partnership, formed for the purpose of buying and selling oil and gas leases to syndicates.

A So far as your proposition goes, it seems that your partnership deals in oil leases as a trading proposition. As such, the treatment of leases should be no different from the treatment of merchandise in a merchandise trading-concern. The leases in your business constitute stock in trade.

When a lease is purchased, it should be set up in an asset account, and when it is sold, this asset account should be credited. The balance in the particular lease account would then show the profit or loss on the transaction.

You did not state whether the partnership pays cash for the leases and sells them for cash, or whether stock transactions are involved, etc., so we are unable to give you information on that phase of the matter.

Q **W**ILL you give me your method of how adjustments allowed for defective merchandise should be handled on the General Ledgers? Say a tire sold for \$50.00 proved to be defective in workmanship, and in making good the guarantee, a new tire is given to replace the first for \$25.00.

A reserve is set up at the time of the sale. Should the difference between the manufacturing cost, which was \$50.00, and the amount received for the second tire be charged against this reserve? If so, what account should be credited?

Should the reserve set up at the time of sale be charged to the manufacturing cost of sales? Should the difference between the original selling price and the amount received for the second tire be charged to reserve?

A We believe that your question can best be answered by an assumed case involving actual figures.

Suppose that during the year 1920 sales of ten tires were made at \$50.00 a tire, and that twenty tires were manufactured in 1920 at a

cost of \$30.00 a tire. Suppose, also, that it were estimated that of the ten original tires sold during 1920, five would require replacement in 1921, and that five replacement tires were, therefore, sold during 1921 at \$25.00 a tire.

On this assumption of facts, the following entries would be in order:

(1920)	
FINISHED GOODS	\$600.00
WORK IN PROGRESS	\$600.00
For (assumed) cost of 20 tires at \$30.00.	

(1920)	
CASH	500.00
SALES	500.00
For sale of 10 tires at \$50.00.	

(1920)	
COST OF GOODS SOLD	300.00
FINISHED GOODS	300.00
For cost of 10 tires sold, at \$30.00.	

(1920)	
ESTIMATED REPLACEMENT LOSSES ON TIRES SOLD.	25.00
RESERVE FOR REPLACEMENT OF DEFECTIVE TIRES	25.00
For estimated loss on possible replacement of original tires sold during this period, 5 at \$5.00.	

For the year 1920, therefore, it will be seen that the profit was \$175.00, arrived at as follows:

Sales	\$500.00
Cost of Goods Sold	300.00
Gross Profit	\$200.00
Estimated additional cost due to replacement of 1920 tires which should be charged against 1920 operations	25.00
Net Profit	<u>\$175.00</u>

Assume that during the year 1921 five replacement tires were sold at \$25.00 each. Entry would be passed as follows:

(1921)	
CASH	\$125.00
REPLACEMENT SALES	\$125.00
For replacement sales of 5 tires at \$25.00.	

(1921)	
COST OF REPLACEMENT SALES	150.00
FINISHED GOODS	150.00
For cost of 5 tires sold as replacement sales.	

The gross loss on replacement sales is \$25.00, arrived at as follows:

Cost of replacement goods sold....	\$150.00
Selling price of replacement sales....	125.00
Gross Loss	<u>\$ 25.00</u>

This loss, however, should not be borne by the year 1921, as it has already been included in the 1920 results. When the gross loss on re-

placement sales has been determined, it should therefore be charged against the Reserve for Replacement of Defective Tires Account, and should not be charged to the 1921 Profit and Loss Account.

It will be noted that this method charges against the year in which the original sale is made the estimated loss on account of replacement of tires against those sales. This procedure is theoretically correct, but the accuracy of the figures obtained will depend on the accuracy of estimate of the number of defectives and the loss on replacements. The procedure also requires that the replacement sales and the cost of replacement sales be not merged with the original sales and cost of original sales.

The gross loss on replacement sales thus ascertained is the amount which is chargeable against the Reserve for Replacement of Defective Tires.

In order to make the rate of turnover a significant figure, and in order to make comparisons of turnover figures intelligent between periods, it is best to analyze the causes for men being taken off the pay-roll, so as to show separately those men which were taken from the pay-roll because of permanent disability, death, etc.; and to show those which were taken from the pay-roll because of dissatisfaction, either on the part of the employer or employee.

IS the word "secure" used interchangeably with "obtain" and "procure?"

"Secure" comes from the Latin word *securus*, meaning free from care, quiet, easy, safe. It is a compound of the prefix *se*, meaning without, and *cura*, meaning care; therefore "secure" literally means *without care*.

This literal and fundamental meaning of "secure" is now practically obsolete, although Shakespeare used it in this sense in Act II, Scene 2, of *Timon of Athens*:

"Why dost thou weep? Canst thou the conscience lack
To think I shall lack friends? Secure thy heart."

Dictionaries give as primary meanings of "secure:" to make safe; to relieve from apprehensions of; to guard from danger; to protect; as, a city *secured* by forts and fortifications. Also, to make sure of payments; to warrant or guarantee against loss; as, to *secure* the debt by a mortgage on real estate.

Other meanings are—to make firm or fast, as, to *secure* the door with a new lock; to seize or confine, as, to *secure* the prisoner: to get hold or possession of; to obtain or gain. Illustrations of these latter meanings, the ones referred to in the question above, follow:

He *secured* the attention of his audience.

The personnel director was able to *secure* competent assistants from the placement bureau.

To quote also from page 715, Lecture XXXVI, *Theory and Practice of Accounts*, by Homer S. Pace, C.P.A.:

"In all of these industries, no raw material, using the term in its ordinary acceptance, is acquired—production is *secured* by the extraction of basic material from natural resources."

In conclusion, then, bear in mind the derivation of "secure," its various meanings, and the connection in thought existing among them. Have no hesitancy in using "secure" as a synonym for "obtain" or "procure." The usage is good, although this meaning may not be considered primary.

A slack cable never strengthens anything. Keep yourself mentally taut when on the job.

Q WILL you please inform me how to find the percentage of "turnover" (used as referring to force or help) in a manufacturing plant? While Webster's New International Dictionary has in it the definition, "The amount of capital temporarily invested during a period of production or business which the owner expects to get back before he begins counting profits," the term is used in my case as applying to the employees. Can you give me a formula for working out the problem?

A As commonly understood, labor turnover is defined as "the average rate at which workers separate from a force for all reasons other than laying off due to lack of work."

Although the rate of labor turnover is calculated differently by various concerns, the rate is most usually found by dividing the total number of men released from the pay-roll (exclusive of those men laid off because of lack of work) by the average number of men on the pay-roll during a certain period of time. The figure thus obtained by using the formula here outlined is usually expressed by means of a percentage.

For example, assume that during the year 1920 a corporation released from its pay-roll 1,000 men (exclusive of those men laid off from lack of work), and that the average number of employees during the year was 5,000, applying the formula given above—1,000 divided by 5,000—gives 20 per cent., the rate of labor turnover for 1920.

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A Magazine of Service, Interpreting the Purpose, Spirit, and Needs of Modern Business

Published Monthly

Subscription Price \$1.50 a Year, Payable in Advance

PACE & PACE, Publishers
30 Church Street New York City

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Editorial



Vocational Success

Is there a panacea, a vocational cure-all, that will insure for all young men and women vocational success for all time? Most decidedly not. A good many ambitious, forward-looking, business men and women seem to think that if they complete courses of developmental study, they should have no difficulty in marketing the results of their training just around any business corner; and often they are discouraged when they find that their studies have not absolutely guaranteed them the kinds of positions they felt they would have no difficulty in finding and in filling.

Study is important, of course, necessary indeed, nowadays, let there be no mistake about that; but qualities of personality and character, and the ability to see opportunity and take advantage of it—these and similar considerations one must always take into account in appraising the likelihood of vocational success. And since these qualities are found in different people in different degrees, it follows that there will always be different degrees of business or professional success.

Directness

A STRAIGHT line is the shortest distance between two points—a geometrical axiom that applies to all phases of business. Interpreted, this rule means that directness in speech and in action is a business asset, for directness focuses attention on the main point at issue, and, doing this, it saves time, work, energy, and even money.

Directness applies to business goals that we set. Before any business enterprise can succeed, the objectives to be attained must be

clearly visualized, and their attainment must be seen to be the sure result of a straight-line course of action, consistently pursued. This is the history of the development of every business organization which was small when launched, but which later assumed large proportions.

Directness is the outstanding quality of the executive who is compelled to make decision after decision in regard to managerial policies and procedures. It is the off-shoot of logical thinking.

Directness is viewed with favor when it is an attribute of any man's manner of speaking, whether in public or in private conversation. Here, circumlocution and indirectness often annoy and exasperate, because they obscure the presentation of the thought.

Directness on the part of any one who calls upon you, whatever his mission, is one of the surest ways of impressing you favorably. If the purpose of the call is legitimate, it should be stated to the point and without waste of words.

So let us keep applying the principle of directness to all our business relations, remembering that the straight line to business success requires that we never spend any more of the medium of exchange, whether that medium be money or physical or mental energy, than is necessary in order to reach the objective in view.

HE will carry a message to Garcia." This laconic sentence, uttered by one of a small group of large manufacturers, determined the choice of a certain man in his mid-thirties for an important executive position in a holding company that had been organized to control the business policies of the companies just referred to. This man was selected out of possibly one hundred candidates. Why? Because he had a reputation in the company he was connected with for getting things done, for finishing them on schedule time, regardless of whether they were part of the day's routine or remotely distant from it. If he had to sit up all night to do what was expected of him, he sat up all night. He never made excuses, and he never looked for compliments upon finishing what he was asked to accomplish. The president of the company that employed him heard of his reputation and tested him with two or three personal assignments. He made good, as usual. Hence, when the bigger opportunity came along, this man was the one selected, for he had demonstrated his ability to "carry a message to Garcia."

Making Good

I BELIEVE

I BELIEVE in MYSELF, for I have learned that self-confidence enables me to face life with strength, courage, and patience.

I BELIEVE in MY DAILY WORK, for I have found that my doing it contributes not only to my personal well-being, but also to the well-being of my fellow-men.

I BELIEVE in MY CAPACITY FOR DEVELOPMENT, for I have had ample proof that any man can train himself to render a larger and a more exceptional service the older he becomes.

I BELIEVE in PURPOSEFUL STUDY AS A MEANS OF MENTAL GROWTH, for all my life I have seen usefulness, advancement, and prosperity come as a matter of course to men with their perspective widened and their reasoning ability developed by means of concentrated study.

I BELIEVE in OPPORTUNITY, for I can name many men who have achieved success in business because of their unflagging desire for success, their earnest efforts to attain it, and their worthiness of it.

I BELIEVE, therefore, IN MAKING THE MOST OUT OF MYSELF, day by day, week by week, month by month, for I know I shall thus gain the most enduring of all rewards—not only increased earning-power, but peace and satisfaction of mind and spirit.

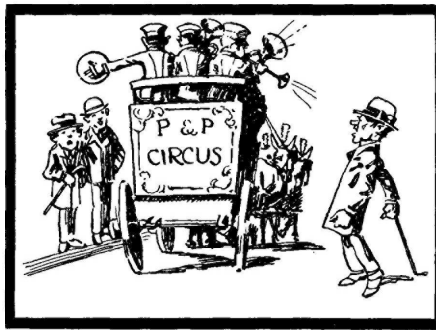
HORATIO NELSON DRURY

**Boston,
Semester E,
Students'
Banquet**



On the evening of February 24, 1921, the members of Semester E, Class 502, Pace Institute, Boston, held a banquet at Young's Hotel, to celebrate their graduation from the Institute.

Preceding the banquet proper, an informal reception was held. While the dinner was being served, a special orchestra furnished music, and all joined in singing popular songs, under the direction of Warren L. Moulton. Paul F. Haroth, president of the graduating class, acted as toast-master, and, following the banquet, called upon several invited guests for short speeches.



was the distribution to the banqueters of a little booklet entitled, "A Few Impressions, Wise and Otherwise, of the Pace Course, and Its Noble Corps of Competent, Distinguished, and Devoted Instructors." The booklet, prepared by Mr. Haroth, president

discussed the close business relation which often exists between the accountant and the attorney.

In a brief business session following the banquet, the members of the graduating class discussed certain details in connection with the formation of a Pace Club in the Boston school. By-laws were read and adopted.

One of the most pleasing events of the whole evening



GRADUATING SEMESTER E STUDENTS, PACE INSTITUTE, BOSTON

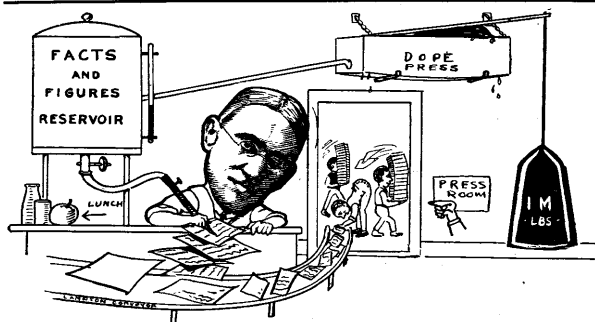
Homer S. Pace, C.P.A., discussed present-day conditions in business from the view-point of the economist and the accountant. He also told of the activities of accountants to-day in private business and in professional practice. His remarks gave the recent graduates a definite view of the place the accountant occupies in the modern business community.

Samuel Spring, Esquire, well-known Boston attorney, former assistant attorney-general for Massachusetts, and one of the lawyers representing the creditors in the famous Ponzi case, gave an interesting and instructive address on the proposed "Blue Sky" law for Massachusetts and its enforcement. Mr. Spring is a member of the "Blue Sky" Commission. He also

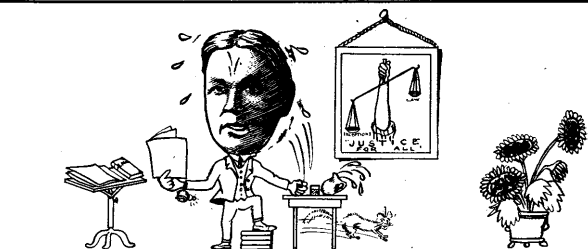
of the class, contained cartoons of the instructors in the Boston school, as well as of Charles A. Pace and Homer S. Pace, with their particular characteristics and foibles played up in an extremely effective manner in short paragraphs underneath each cartoon. Those so fortunate as to obtain copies of the booklet, which is in exquisite typographical form, will prize them highly. Several of the cartoons from the booklet are reproduced on the opposite page.

The class officers are: Paul F. Haroth, president; Miss M. M. Oakley, secretary; Miss Helena J. O'Malley, treasurer.

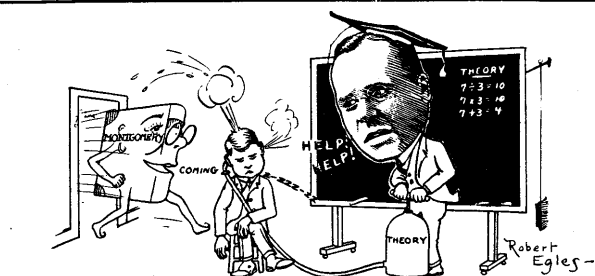
Delays need not necessarily be construed as defeats.



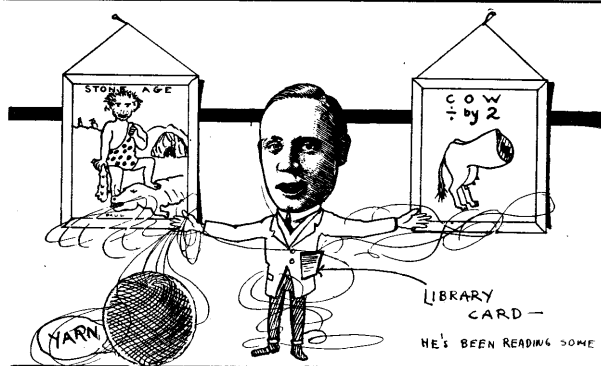
HOMER S. PACE, C.P.A. (N.Y.)



CHARLES A. PACE, LL.M.



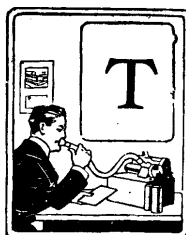
WALTER S. MORGAN, C.P.A. (Mass.)



HENRY J. BORNHOFFT, C.P.A. (N.H.)

Methods of Taking Inventory

By
Harry
Geist,
Public
Account-
ant,
New York



THE problem of the accountant, at the end of December when a great many business firms close their books and get a report of operations for the year, is to determine which method he should advise his clients to follow in taking inventory—whether (a) at cost, or (b) at cost or market, whichever is the lower.

In dealing with this problem, we assume that the business man wants to know the exact results of each operation of his business; that is, he wants to know what have been his "gross profits on sales," his "selling-profits," etc.

With the above facts before us, let us see how each method will affect the component parts of the Profit and Loss Statement, and whether we can not find some way by which to set forth exactly the results of operations.

Let us first assume that the inventory is taken at cost.

It is common knowledge that a great number of manufacturers and wholesale and retail merchants started business this past year with large stocks on hand. These stocks were accumulated at a time when prices had reached a peak in the history of the industrial world. Suddenly, a slump in business throughout the country set in and the business people found that they could not dispose of the stocks that had cost them so much money. They tried to induce the public to buy, through making drastic reductions in selling-prices. In spite of the reduced prices, the public still refused to buy. Thus we come to the end of the year, with the business men loaded up with their high-cost stocks.

At inventory time, they take their stock at cost, in accordance with our first proposition. What is the result? The cost of sales is not affected by the drop in prices, and the net loss of the business is shown

at a much smaller figure than should be the case. The Profit and Loss Statement may possibly show a profit, which, if the inventory had been taken at market value, would be easily wiped out and superseded by a loss.

It is against all rules of conservative business practice and accounting theory for inventories to be taken at cost, when the market is lower. So, by using only the inventory at cost, we see that the business man who wants to know the exact result of his business will be led astray.

Let us now proceed to the second method, namely, that inventory should be taken at cost or market, whichever is the lower.

Under this method, the inventory will show the actual value of the stock on hand, and will adhere to the rules of conservatism and accounting theory. But what effect will this procedure have on the cost of materials consumed? In most commercial houses, the cost of materials consumed is arrived at in the following manner:

Inventory at beginning + Purchase for the period—
Inventory at end = Cost of materials consumed.

If we were to take the market value of the stock, the actual cost of which is much more than the present market value, we should be burdening the cost of materials consumed for the period with the entire loss in value of the stock. It follows that the cost of sales would be increased and the resulting gross profit or loss on sales would not be correct. The actual gross profit on sales, if there were any, would be understated; whereas, if a loss on sales were shown, it might perhaps have been wiped out, if cost had been taken. In any event, the loss on sales would have been much smaller than was actually shown.

Thus we see that both methods mentioned above do not give the results required. We must keep in mind that we are trying to get the exact result of each operation as far as is possible.

Methods of Taking Inventory

(Continued)

It is up to the accountant, therefore, to provide a method which will meet all requirements satisfactorily. The following is one attempted solution:

When stock is taken, let there be two Extension columns on the stock sheets. In column 1, let us put the cost or market value, whichever is lower. As a result, we shall get two inventory values—(1) cost, and (2) cost or market, whichever is lower. In setting up the inventory, we will make the following Journal entry:

INVENTORY, NEW (at cost)	\$xx
To INVENTORY, OLD (at cost)	\$xx

That entry will set up the inventory at cost price. In determining the cost of materials consumed, as shown above, we shall get the actual cost of materials consumed; that is—

Inventory at beginning + Purchases for period—Inventory at cost at end = Cost of materials consumed. In such a way, we shall arrive at the exact cost of sales and gross profit or loss on sales.

Now the question is, how we are going to take into consideration the loss in value of the inventory, for, as we agreed above, we can not let the inventory stand at cost when the market value is much lower. The loss is taken care of through the following Journal entry:

LOSS (on decline in value of inventory)	\$xx
To INVENTORY (new)	\$xx

The amounts used will be the difference between the inventory taken at cost and the inventory taken at cost or market, whichever was the lower. This entry will reduce the value of the inventory as originally set up to cost or market, whichever is lower.

How are we now to treat the loss on the decline in value of the inventory? To my mind, that item is purely a deduction from income. It should not enter into the cost of sales or selling or administrative expenses. It is an item which did not arise from the usual transactions of the business, and should, therefore, be treated as a deduction from income.

By this method, we are satisfying the wants of the business man. We are showing him the exact results of his business, and are still remaining conservative and following the set rules of accounting theory, to the effect that inventory should be taken at cost or market, whichever is lower.

THE Civil Service Commission of the state of New Jersey, Charles P. Messick, chief examiner and secretary, has the following to say in reference to the Pace Course in Accountancy and Business Administration, and in reference to the way in which it is taught at Rider College, Trenton, N. J.

"In keeping with its plan to establish training courses for employees in the public service, and approve courses now being offered at various institutions in the state, which will be of special value to public employees, the Civil Service Commission, at its meeting to-day, approved the Pace Standardized Course of Higher Accountancy and Business Administration now offered at Rider College, Trenton, and courses in Automobile Mechanics, Chemistry, Mechanical Drawing, and Civil Engineering and Surveying offered by the School of Industrial Arts.

"The Pace Courses in Accountancy and Business Administration were originated and established by the Pace Institute of New York City, and are probably the most popular courses of their kind given anywhere. All of the instructors in these courses are approved by the Institute, and the examination pa-

pers are prepared and corrected by members of its own staff.

"Included among the subjects of the courses are: Business Organization, Management, Fundamental Theory and Practice of Accounts, Bookkeeping, Constructive Accounting, Corporation Accounting, Cost Accounting, Auditing, Contracts, Agency, Partnership, Law of Corporations, Negotiable Instruments, Economics, Excess Profits, Income Taxation, etc.

"The courses offered at the School of Industrial Arts are well organized and effectively taught, and should appeal to the great number of state, county, and municipal employees located in Trenton, whose duties require a knowledge of the operation, maintenance, and repair of automobiles, and of the numerous employees of the State Highway Department, and other departments, requiring engineering employees who desire to increase their knowledge and obtain eligibility for the more important and higher-paid engineering positions.

"Information as to enrolment, classes, tuition, and other details may be obtained any day or evening at the Rider College, or the School of Industrial Arts.

"Special credits will be given in promotion examination, and more liberal salary advancement will be approved by the Civil Service Commission for all those who successfully complete any course or courses of instruction approved by the Civil Service Commission."

Rider College, Trenton, N. J.

Summer Day Classes

ACCOUNTANCY and BUSINESS ADMINISTRATION

Special nine weeks' Summer Day Classes in Accountancy (Semester A) will form at Pace Institute, Washington, New York, and Boston, early in July. Those who complete the Summer Day Course will be able to continue their study with Semester B, in September, in either day or evening classes.

Write the school nearest you for special Summer School Bulletin and information concerning the opening date.

Pace & Pace

30 Church Street, Hudson Terminal, New York City

Errors in English

By
George M.
Lattimer,
A.B.



THIS is the second of a series of articles dealing with common errors in the use of spoken and written English. Others will appear in succeeding issues of The Pace Student. The first article appeared in the March issue.

Its, It's

"Its," written without an apostrophe, is the possessive form of the pronoun "it." "It's," written with an apostrophe, is the contracted form of "it is." Care must be taken that the two forms are not confused.

Examples:—I am sorry that *it's* raining.

It's trying to have to wait for you here so long.

I feel sure that *it's* going to clear up next week.

He considered the proposition in all *its* ramifications, and at last decided that it would be advisable to have nothing to do with it.

Study of the account showed that certain of *its* items were incorrectly listed.

He looked at *its* rich binding for several moments and then decided that purchase of the book was, for him, out of the question.

In Response, In Reply

Many careful students of business correspondence are confused in respect to the distinction in meaning existing between these two expressions. Ordinarily, in the first sentence of a business letter, prefer the expression, "in response." In reality, you can reply only by writing or speaking; and it is usually extremely awkward to use "in reply" in this connection. If you do, you find yourself confronted with the necessity of saying, for example, "In reply to your letter of January 13th, we wish to say that we do not have in stock, at present, the goods you ask about." This sentence is awkward and wordy. There is no element of directness in it. The trouble can be avoided, easily, if you drop "in reply" entirely. Consider a revision of the sentence given above. "We regret that we do not keep in stock the goods you ask about in your letter of January 13th. Below are given several introductory sentences of business letters with "in response" correctly used. You will notice how much more awkward the sentences would be if "in reply" were used.

Examples:—In response to your inquiry of February 25th, we are glad to send you under separate cover our illustrated catalog.

In response to your letter of June 10th, we have thought it advisable

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to forward an itemized statement of your account.

We have considered it desirable, in response to the request contained in your letter of May 2nd, to send Mr. Jones, of our technical staff, to your city immediately. Mr. Jones will be glad to give you the benefit of his years of experience in these matters.

Proved, Proven

"Proved," not "proven," is the correct word. The principal parts of "prove," according to Webster's Revised Unabridged Dictionary, are "prove," "proved," "proving," "proved." Do not say, "They have proven him guilty."

Examples:—I have *proved* the truth of the assertion beyond the shadow of a doubt.

Your statement can easily be *proved*.

The authenticity of the document was *proved* in the courtroom.

After they had carefully *proved* the various totals, they proceeded to the next step in the audit.

Same

"Same" is an adjective, not a pronoun. Do not use "same" in such statements as, We have your letter of July 12th, and in response to *same* we are sending you under separate cover a copy of the report you ask for. "Same" is correctly used directly before the noun it modifies; as, The two executive conferences occurred on the *same* day. Also, "same" is correctly used when a noun is understood as following it; as, His trouble is the *same* as yours. In this case, the noun "trouble" is *understood* after *same*.

Examples:—The salesman called on Mr. Benton with practically the *same* line of samples that he had shown him the year before.

Our problems are the *same*; we must keep together on this, or else the whole plan is inevitably doomed to failure.

After working the example by radically different methods, we both arrived at the *same* conclusion.

Different From, Different Than

"Different from" is the correct expression. "Different than" is quite inadmissible. "From" is a preposition, while "than" is a conjunction.

Examples:—Men are as *different from* each other, as the regions in which they are born are *different*.—Dryden.

Character *differs from* reputation.

He *differed* radically from his employer on many matters of vital importance to the business.

He is not so *different from* his friend as would appear at first glance.

As I told you when you called to see me last week, this plan is entirely *different from* the one we talked about in January.

Data

This word is pronounced dā'tā, and is the plural form of the noun "datum," which is little used. "Data" should, therefore, always be used with a plural verb. Never say, Where is the *data* on this matter?

Examples:—Here are the *data* you asked for.

The *data* that have been collected so carefully are extremely helpful in this emergency.

Kindly arrange *those data* and bring them to me.

EDWARD C. QUENZER, an assistant instructor on the Accounting Faculty of Pace Institute, New York, died suddenly at his home, 1937 Walton Avenue, Bronx, on February 16, 1921, in the twenty-ninth year of his age. Mr. Quenzer graduated from the New York Institute of Accountancy, Pace Courses, in June, 1917. Subsequent to that time, he was associated with several public accounting firms in the capacity of senior accountant. Practically from the time of his graduation from the Accountancy Course, Mr. Quenzer was a member of the Accounting Faculty of Pace Institute.

Mr. Quenzer is survived by his wife, Mrs. Mildred Parsons Quenzer. He also leaves a father, a mother, and a brother, John L. Quenzer. The sympathy of the Pace Organization goes out to his loved ones in their sorrow.

WILLIAM F. MALONE, a former student at Pace Institute, New York, successfully passed the recent C.P.A. examination in New York State, and has been awarded his professional degree. Mr. Malone passed his final examination from the Pace Standardized Course in Accountancy in September, 1918.

SIXTH ANNUAL BANQUET. A complete account of the Sixth Annual Banquet of the students of Pace Institute and Associated Schools, held under the auspices of The Pace Club, at the Hotel Astor, on the evening of April 30th, will appear in the June issue of The Pace Student.

Returned Goods

By
William
J. Umbach,
Accounting
Faculty,
Pace
Institute,
New York



N many lines of business, there is no one question that gives more trouble to the Accounting Department and the Factory than does the question of Returned Goods. "Returned Goods," in this instance, means something which the company has manufactured and sold to a customer, and which the customer has subsequently returned for some one of many different causes; and it is this some one of many different causes that creates the trouble.

The goods may have been returned because they were unsatisfactory to the customer—perhaps as to quality, perhaps as to quantity, or perhaps as to time of delivery. Whatever the nature of the return from the customer, it will affect the accounting. If the goods are not up to the specifications submitted by the customer, the goods must be inspected to see whether they are in shape to go back into stock or not; and if they are not, certain repairs must be made to warrant their being returned to stock.

Now, it is obvious that the cost of repairs should not be charged as an additional cost of the goods; they are an expense, and should be charged to the department that has made the error. The error may have been made by the Sales Department, Planning Department, Production Department, or some other department, or perhaps by the Factory. Whatever department was responsible for the error, the cost of such repairs should be charged to that department. The added cost of repairs does not tend to increase the value of the product, and for that reason should be charged as an expense. Losses which are due to the dissatisfaction of a customer should be a charge to some department. In addition to the direct cost of the repairs, the question of overhead or burden must be considered and added as part of the cost.

When the goods have been returned to the Factory, the Receiving Clerk should prepare a Goods Returned Receiving Report. This report should be in triplicate, the original for the use of the Accounting Department, the duplicate for the Sales Department, and the triplicate for the Receiving Clerk's files.

If the goods have been returned by the customer because they do not meet the specifications, the goods should be inspected by some member of the Production Manager's staff, and a report should be made out by such member relative to the repairs necessary to bring the articles to a state that will com-

THE JONES MANUFACTURING CO.

New York City, N. Y.

CREDIT MEMORANDUM

Credit _____

Cr. Memo. No. _____

Address _____

Date _____

Quantity	Description	Price	Amount

OFFICE RECORD COPY

CREDIT MEMORANDUM

Credit _____

Cr. Memo. No. _____

Address _____

Date _____

Quantity	Description	Price	Amount

Approved _____

Charge Acct. No. _____

Summarized _____

" " " _____

COST OF RETURNS RECORD

Credit _____

Cr. Memo. No. _____

Address _____

Date _____

Quantity	Description	Cost Price	Amount

Summarized _____

Credit Acct. No. _____

Stock Record Entry _____

" " " _____

Charge " " _____

" " " _____

ply with the customer's requirements. A Repair Production Order should then be issued, on which should be shown the nature of the repairs to be made. The order should be in quadruplicate and numbered, the numbers being used for purposes of identification, and for the use of the workmen, in order that they may properly charge their time to the order. The Repair Production Orders should be distributed as follows: one copy to the Accounting Department or Cost Clerk, one copy to the Factory Foreman, one copy to the Storekeeper, and a copy retained by the Production Department. The copy to the Storekeeper is his authority for issuing material against the order.

If credit is to be given the customer, a credit memorandum should be prepared in triplicate, the original going to the customer, the duplicate to the Accounting Department, and the third to the Cost Clerk. The forms of Credit Memorandums should be about as shown on the preceding page.

A Summary Cost of Returns is prepared. This summary may take the form of a columnar sheet for all classifications, or a separate sheet for each class of product. By means of these summaries, the total of all returns is credited to the Customers' Controlling Account and charged to the Sales Accounts, or Returned Sales Accounts, which were originally credited when the sales were made. Another entry is then passed, debiting Finished Stock Account for cost of goods, total credit being passed to Cost of Sales Account. On the Office Record Copy and Cost of Returns Record it will be noted provision has been made to show the accounts to be debited and credited. This information is useful to the person that prepares the summaries.

Aside from the above, we have the question of the proper entries to be made when goods which were sold in a previous accounting period are returned in the current period. When the sale was made, the proper sales accounts were credited. Against the Sales for the period we must consider the cost of sales as an offset to the income from sales, the excess of the sales over cost of sales measuring the gross profit from operations. It is apparent that the profit on the goods which are returned in the current period was taken in as part of profit in the previous accounting period. If we charge the returned goods to the Sales Account or Returned Sales Account for the current period, we are understating our true sales or overstating the Returned Sales for this period. Theoretically, we should charge the Profit and Loss for the previous period with

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the amount of profit credited to it when such sale was made, the entry, in effect, being about as follows:

(Debit) Finished Goods	
(original cost)	\$xxx
(Debit) Adjustment P.	
& L A/C Year.....	xxx
To Customers Con-	
trolling A/C	\$xxxxx
(Explanation given)	

At the close of the current period, the Adjustment Account is closed against the Surplus Account, before the profit for the current period is transferred. While this is theoretically the correct way in which to take care of goods sold in a previous period but returned in the current period, the problem is not often handled in this way. Instead, such goods are charged directly to the Sales Account or Returned Sales Account, on the theory that the average of such adjustments would equalize itself over a given number of years.

JOSEPH A. COLLINS, a former student of Pace Institute, Boston, has just been elected a member of the board of directors of the C. & G. Company of Boston. This company controls the Barker System of bakeries. The rapid rise of Mr. Collins from a bookkeeping position with the C. & G. Company to a place on the board of directors in two years' time is the reward of a happy intermingling of intelligence, tact, and hustle.

In 1919, Mr. Collins started with this concern as bookkeeper, when the corporation was formed, and in July, 1920, he was made office manager. His election to a place on the board of directors occurred at the recent annual meeting.

Mr. Collins was for five years paymaster of the Boston Overseers of the Poor, where he supervised the disbursement of over three-quarters of a million dollars each year. His rise in his chosen profession only illustrates again this fact, that ambition and training, coupled with the right kind of personality, will take a man far in business.

ON Monday evening, April 18th, members of Class B-142, Pace Institute, Boston, and their friends, held a dance at the Chateau. Music was furnished by an orchestra composed of members of the student body of Pace Institute, Boston. Over two hundred were in attendance.

THE conduct of the Pace *New* Courses in New Haven, Conn., *Haven* has been taken over by Messrs. *School* Donald A. Adams and W. C. Armstrong, of that city. Mr. Adams, one of New Haven's well-known attorneys, will supervise the law teaching and will personally conduct several of the classes. Mr. Armstrong, who has had wide and successful experience as an accountant, will teach the accounting classes.

The personal attention which Messrs. Adams and Armstrong will give to the teaching in their school will insure to the students a high quality of Resident School instruction in Accountancy. Classes are now being conducted in three Semesters, with bright prospects for the fall term which will open in September.

MR. HORATIO N. DRURY, frequent lecturer at organization sessions in our Accountancy Institute, author of the course given in our Applied English Class, always a deeply interested friend of the Twenty-third Street Association and a hearty co-operator in its educational activities, passed away on Monday, March 7th, at his home in Brooklyn.

Recognition was taken of Mr. Drury's life and work in the English Classes on Wednesday evening.

We desire to express here, for the entire Twenty-third Street constituency, the great regret and sorrow that is felt in the loss of this man of outstanding influence and helpfulness. In the passing of Horatio N. Drury, Twenty-third Street has sustained a real loss.—*Twenty-Third Street Men.*

ELMER A. HEMSARTH, formerly a member of the public accounting staff of Pace & Pace, has taken the position of office manager with the Triple Action Spring Company, 549 West 59th Street, New York City. Mr. Hemsarth entered upon his new duties on Monday, April 4th.

CURTIS MECHNER, a student in Semester E, Pace Institute, New York, has accepted, through the Pace Agency for Placements, Inc., a position as semi-senior accountant on the staff of the Metropolitan Audit Company, 154 Nassau Street, New York City.

SCOVELL, WELLINGTON & CO., certified public accountants, announce the removal, on April 1st, of their Cleveland office from the Illuminating Building to 1168 Hanna Building, Cleveland, Ohio.

Enrolment may now be made in early evening, six-o'clock classes (Semester

A), Pace Institute, Washington, Boston, and New York. The early class hour, in spring and summer, leaves the evening practically free for study and recreation. Business men and women, with annual accounting and tax matters out of the way, now have before them an exceptional study opportunity.

Training in Accountancy—systematic, developmental, helpful—as given at Pace Institute, has lifted thousands of men and women from routine and restricted employment to positions of responsibility. They have secured this training in their spare time without interfering with their regular daytime duties.

Send for information concerning six-o'clock classes now forming. If you can not attend Resident Classes, you may enroll in the Extension Division of Pace Institute, and pursue your study through the mails. You are privileged to try the Extension Course for one month, with the charge for tuition and texts limited to \$7. Write for descriptive bulletins, specifying whether you are interested in Resident or Extension instruction.

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